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August 1963

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SUPPORT BULLETIN

FOR INFORMATION OF HEADQUARTERS
AND FIELD PERSONNEL

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PURPOSE

The Support Bulletin, published periodically, is designed to keep headquarters and field personnel informed on administrative personnel, and support matters. The Support Bulletin is not directive in nature but rather attempts to present items which, in general, are of interest to all personnel and, in particular, of interest to those employees occupying various support positions. Suggestions and constructive criticism from both headquarters and field personnel are encouraged.

NOTE: — This bulletin is *for information only*. It does not constitute authority for action and is in no way a substitute for regulatory material.

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HOW TO KILL PROGRESS

Here are twenty-one very common expressions and comments which have been heard many times from people at different levels in the Organization. The thinking represented by these comments would chill any idea and retard progress because of the extreme negativism which they imply:

- "It isn't in the budget."
- "It won't work in our department."
- "We tried that before."
- "It's too radical a change."
- "We don't have the time."
- "That price is too high for us."
- "Not practical for operating people."
- "Don't be ridiculous."
- "We're too small for it."
- "That will make our system obsolete."
- "We've never done it before."
- "You're two years ahead of your time."
- "Let's get back to reality."
- "That's not our problem."
- "Why change it; it's still working O.K."
- "We're not ready for that."
- "We'll be the laughing stock."
- "We did all right without it."
- "Let's shelve it for the time being."
- "Let's form a committee."
- "Has anyone else tried it?"

If this shoe fits—let's stop wearing it. None of us need be a party to killing progress.

MILITARY PAY

The House of Representatives has approved a military pay raise bill which includes a special combat allowance of \$55 a month for men serving anywhere under enemy fire.

The bill, which was recommended by the administration and now goes to the Senate, carries pay raises for 1.8 million service men, not including 832,000 draftees and enlistees during their first two years of service.

Proposed increases average 12.6 percent and would be weighted most heavily for those in the middle grades, both enlisted men and officers.

OUT FOR A COFFEE BREAK?

An office manager in a Boston firm (we wish we knew the name) was cleaning out an old file when he came across the office rules for 1872:

1. Office employees each day will fill lamps, clean chimneys and trim wicks. Wash windows once a week.
2. Each clerk will bring in a bucket of water and a scuttle of coal for the day's business.
3. Men employees will be given an evening off for courting purposes.
4. After thirteen hours of labor in the office, the employee should spend the remaining time reading the Bible.
5. Every employee should lay aside from each pay day a goodly sum of his earnings for his benefit during his declining years, so that he will not become a burden on society.
6. Any employee who smokes Spanish cigars, uses liquor in any form, or frequents pool and public halls, or gets shaved in a barber shop, will give good reason to suspect his worth, intentions, integrity and honesty.
7. The employee who has performed his labor faithfully and without fault for five years will be given an increase of five cents per day in his pay, providing profits from business permit it.

How times have changed!

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SALARY STEP INCREASES

The Federal Salary Reform Act has established a new system of granting salary step increases which provides Government managers with means of providing or denying monetary recognition to employees in line with their actual work performance. Under a provision of the act an employee is given a step increase upon the completion of a prescribed waiting period if his work is "of an acceptable level of competence." Management is also permitted under the new provisions to grant a step increase to an employee "in recognition of high quality performance above that normally found in the type of position." The act provides that no more than one quality step increase may be granted to an employee within a period of 52 calendar weeks.

A Civil Service Commission bulletin states: "For many years Federal managers have blamed the classification system governing white collar pay for its failure to allow them to adjust the salary rates of their employees according to the actual work performance of the individual. 'A dead level of mediocrity,' many claimed, resulted from giving the same basic compensation to all employees doing similar work and granting increases in rates within the grade almost automatically according to length of service on the job. Now, under the Federal Salary Reform Act passed in October 1962, this roadblock to effective salary administration has been removed. Congress has placed two powerful new tools in the hands of Federal managers for recognizing individual performance of their workers. . . ."

HR [REDACTED] explain the requirements and procedures for granting regular step increases and within-grade increases for high quality performance.

In response to questions already received, the following questions and answers on regular and quality step increases are given for the information and guidance of Organization employees and supervisors.

Q. What groups of personnel are eligible for step increases?

A. Regular and quality step increases may be granted to staff employees and staff agents (except Temporary Employees) who are receiving pay at less than the maximum scheduled rate of their grade.

Q. Is it more difficult now to obtain a regular step increase than it was under the old system of periodic step increases?

A. A step increase is no longer automatic. A regular step increase now will be granted, within time requirements, if the employee's supervisor certifies that the individual's work is of an "acceptable level of competence." The criteria for determining whether an employee's performance is of an acceptable level of competence are stated in the Organization regulations on step increases. It is expected that not more than a small number of our employees at any one time would have their regular step increases withheld. Nevertheless, when an employee's performance is not adequate in the major aspects of his work, it is Organization policy that the regular step increase be withheld. If a step increase is withheld, the individual will be given all reasonable assistance and guidance to help him improve his work and establish eligibility for the step increase.

Q. Have safeguards been established to ensure that determinations concerning an employee's work are made objectively and fairly and that step increases will be given in every justifiable instance?

A. We might answer this question in much the same way that John W. Macy, Chairman of the Civil Service Commission, answered a similar question recently:

The entire Federal service is dependent upon the integrity, fairness, and good judgment of supervisors. If they cannot be trusted to grant or withhold within-grade increases figured in hundreds of dollars, how can they be trusted to administer key Federal programs with expenditures in millions of dollars and deeply involving us all? Supervisors are only human and perhaps some errors will be made. But the supervisor who denies a within-grade increase must

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be aware that his reasons will be subject to scrutiny at a higher level if the employee exercises his right to have a reconsideration of the supervisor's determination that the employee's performance is not at an acceptable level of competence. If the supervisor misuses this tool for incentive, the remedy will be to re-educate him or remove him.

The Organization regulations provide that if the step increase is to be withheld, the supervisor shall inform the employee by memorandum. They also state that an employee may request reconsideration of the decision to withhold the step increase. In such cases, a review of the initial decision to withhold the step increase is made by Organization officials at a sufficiently high level to assure uniformity of treatment and conformance with standards. If the determination upon reconsideration is favorable to the employee, it supersedes the original determination and is deemed to be made as of the date of the original one. The employee's regular step increase then becomes effective as of the date originally due.

Q. If, because of a recent transfer or re-assignment, the employee's supervisor is not able to make a judgment about the work of an employee, is it possible for the supervisor to defer making his determination until he has additional time to evaluate the individual's work?

A. No. The supervisor is required to certify that the employee's work is or is not of an acceptable level of competence no later than the end of the prescribed waiting period. In such cases, previous supervisors and records may be consulted, when appropriate, by the supervisor making the required certification.

Q. Is the supervisor required to give advance warning to an employee whose step increase is about to be withheld?

A. The Organization regulations on step increases provide that if a step increase is to be withheld, the supervisor shall inform the employee by memorandum *no later than the end of the prescribed waiting period*. It is a supervisor's responsibility to ensure that his

employees understand what constitutes an acceptable level of competence and to warn them, either orally or in writing, whenever their work is below that level. This will give an employee an opportunity to correct his work deficiencies. Consideration of the possibility of correcting a situation by counseling, training, reassignment, or admonition before proceeding with any adverse action which affects an individual's employment or pay status is an inherent feature of good supervision and is essential in promoting good employee performance and conduct.

Q. Does a Fitness Report rating of "Weak" for overall performance automatically require that the step increase for the employee be withheld?

A. No. Regular step increases are not "automatically" granted or "automatically" withheld. When an employee completes the prescribed waiting period, a certification must be made that the employee's work is or is not *currently* of an acceptable level of competence. If the employee's overall work performance was rated "Weak," but has improved since his last Fitness Report to the extent that his work meets the standards that have been set for him, it would be considered that he had attained an acceptable level of competence. If he were rated "Proficient," but since then his work has fallen off and is considered to be consistently weak or barely adequate, the withholding of a step increase is justified.

Q. Is time spent in a contract status creditable toward a waiting period, when an employee is transferred from contract to staff employee status?

A. Service under a contract is creditable toward not to exceed one step increase provided that the salary rate under contract was approximately the same or higher than the salary paid in the appointive status. Conversely, if the appointive status is at a salary rate equivalent to more than one step increase, the service under contract is not creditable toward the next regular step increase.

Q. If there is a period of LWOP in excess of the maximum time allowed for credit as serv-

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ice toward a waiting period, does a new waiting period begin upon return to a pay status?

A. A new waiting period begins after a non-pay status in excess of 52 calendar weeks. Any time in a nonpay status in excess of creditable time, up to 52 calendar weeks, must be made up with service in a pay status (not overtime) before the next regular step increase becomes effective.

Q. The Federal Salary Reform Act provides for additional step increases "in recognition of high quality performance." Is it necessary to grant the regular and quality step increases at the same time?

A. No. If an employee meets the eligibility requirements for a quality step increase, it may be granted before he completes the prescribed waiting period for a regular step increase, after he has received a regular step increase, or at the same time the regular step increase is granted.

Q. Does a new waiting period begin upon the receipt of a quality step increase?

A. No. An employee who receives a quality step increase does not start a new waiting period to meet the time requirements for a regular step increase. The following examples illustrate this point:

- (1) A quality step increase is given to an employee who has completed 40 weeks of creditable service toward an increase to the second step of his grade. After the quality step increase places him in the second step, he will require only 12 weeks more of creditable service to complete the 52-week waiting-period requirement for advancement to the third step.
- (2) A quality step increase is given to an employee in the third step of his grade who has completed 40 weeks of creditable service toward an increase to the fourth step. After the quality step increase places him in the fourth step, which is in a higher waiting-period category, he will require only 64 weeks

more of creditable service to complete the 104-week waiting-period requirement for advancement to the fifth step.

In each of these illustrations, the employee receives credit for the 40 weeks of creditable service he has already completed.

Q. Must an employee complete a prescribed waiting period before he is granted a quality step increase?

A. There is no specified "waiting period" for a quality step increase. To be eligible for such an increase, however, the high quality performance of an employee must be sustained for at least six months and must also give promise of continuing at the high level. No more than one quality step increase shall be granted to an individual within a period of 52 calendar weeks.

Q. If an employee is promoted, must he serve in the higher grade for a period of six months before being considered for a quality step increase?

A. This would generally be the case, particularly in situations where the individual is reassigned to a position of greater responsibility or a different type of work; but it is not a requirement. A quality step increase should not be granted until there is sufficient service upon which to base a conclusion that high quality work is characteristic of the employee's performance. The Organization has set a six-month minimum period during which high quality performance must be sustained to qualify an employee for a quality step increase.

Q. Is it possible to grant an employee a quality step increase and an Honor and Merit Award simultaneously?

A. Yes. A combination of a quality step increase and an Honor and Merit Award could be used where the circumstances warrant simultaneous recognition of both types.

Q. Are quality step increases used as monetary recognition for group achievement?

A. No. The "Certificate of Merit" or the "Certificate of Merit with Distinction," both accompanied by an emolument, would gen-

erally be used as monetary recognition for group achievement, nonrecurring achievements, or superior performance in special work situations of limited duration.

Q. Will a Fitness Report overall performance rating of "Outstanding" require that the employee be given a quality step increase?

A. No. An "Outstanding" performance rating in the Organization fitness reporting system means "performance is so exceptional in relation to requirements of the work as to warrant special recognition." An employee meeting these standards would in many instances meet the standards of performance for a quality step increase. This does not mean, however, that the rating automatically requires the granting of a quality step increase. Other circumstances (e.g., a recent quality step increase, a promotion, the granting of an Honor and Merit Award, or other forms of recognition) may make a quality step increase inappropriate at the time. Special advantages to the employee and the Organization will be carefully considered in determining the appropriate type of recognition to be given to employees whose work meets the standards of high quality performance.

HOME SERVICE TRANSFER ALLOWANCE

During the past year there have been several instances where the Temporary Lodging Allowance (TLA) portion of the Home Service Transfer Allowance has had to be disallowed, or special authority sought to pay it, because employees have not completely understood the conditions of eligibility. In nearly every case this lack of understanding occurred in circumstances where the Washington area was the employee's home leave point as well as his next post of assignment.

In administering the Home Service Transfer Allowance, as well as other allowances and differentials, this Organization follows the Standardized Regulations (Government Civil-ians, Foreign Areas) with the modifications

stated in [REDACTED] As specified in the Standardized Regulations, the purpose of the TLA is "to assist in alleviating extraordinary, necessary and reasonable expenses, not otherwise compensated for, incurred by an employee incident to establishing himself at a post of assignment in the United States between assignments to posts in foreign areas." [Emphasis supplied.] The regulation goes on to say that "the grant, or grants, may cover the period during which the employee, or a member of his family, incurred expenses for temporary lodging at his post within a time range beginning 30 calendar days prior to the employee's entrance on duty and ending 30 calendar days after his entrance on duty." [Emphasis supplied.]

The difficulties have occurred in cases where the Washington area has been the employee's home leave point as well as his post of assignment. People returning to this area under these circumstances are quite likely to go directly into temporary quarters while searching for permanent quarters, or while waiting for their houses to be made ready for occupancy. They may remain in temporary quarters for some time before occupying permanent quarters, and then continue on leave for some additional period of time before reporting to headquarters for entrance on duty.

Eligibility for the TLA relates to the employee's arrival at his post of assignment for duty rather than his arrival in the Washington area for leave purposes. Even though the individual may be in the Washington area on leave, he has not arrived at his post of assignment until he has reported to headquarters. Persons returning to Washington for leave and assignment may report to headquarters to begin their in-processing any time within 30 calendar days after their arrival, thereby establishing their eligibility for the TLA, and then return to a leave status for as long as they may be authorized to do so.

TLA may be allowed only for temporary lodgings occupied within 30 days before entrance on duty. If the total elapsed time between the date of arrival in the Washington

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area and the date of entrance on duty is more than 30 calendar days, and temporary lodgings were occupied more than 30 days before EOD, the TLA cannot be paid for any part of the time which preceded the beginning of the 30 day period.

EXAMPLES:

- (1) Mr. A returned to the headquarters area from the field on 1 October 1962 and immediately moved into a motel. He spent the next 15 days searching for a home. On 15 October, Mr. A moved into permanent quarters, his home. He continued on leave and then reported for duty on the 15th of November and filed a claim for the period from 1 October to 15 October. This claim cannot be approved for payment because the period during which he occupied temporary quarters was before the 30-day period of his eligibility, October 15–November 15.
- (2) Mr. B returned from the field on 1 October 1962. He took a portion of his home leave at his home leave point outside the Metropolitan area of Washington, perhaps in Montana, for example. He returned to Washington on 20 October and rented a motel room until he moved into permanent quarters on 12 November. He reported for duty 15 November. He is eligible for the TLA for the period 20 October–12 November since the period falls within the 30-day limit prescribed by the Standardized Regulations, and he reported for duty before 20 November when the time limit would have expired.
- (3) Mr. C returned to the Washington area from the field on 1 October 1962. He and his family lived with a friend while searching for permanent quarters. He moved into permanent quarters on 27 October 1962. Mr. C reported for duty on 30 October 1962 and filed a claim for the period 1 October through 26 October. Agency regulations provide

for reimbursement at a reduced rate for this period because noncommercial lodgings were used.

- (4) Mr. D returned to the Washington area from the field on 15 October 1962, and moved immediately into a motel while waiting for his house to become available. He reported to headquarters for in-processing on 22 October, and then returned to a leave status until 1 December 1962. He occupied permanent quarters on 1 November. Upon his return to duty on 1 December he filed a claim for TLA covering the period 15 October–1 November. His claim was allowed because he had reported to his "new post" on 22 October, well within the 30-day time limit.

WORTHWHILE IDEAS BRING RECOGNITION AND REWARD

This article summarizes some suggestions recently adopted by the Organization under the Suggestion Awards Program. A review of the award-winning suggestions should inspire Chiefs of Station and Base to report worthwhile proposals which deserve recognition, and should stimulate field employees to look at their work and to think of improvements. It is important that the Suggestion Awards Committee be told of the suggestions so that the suggester may receive full credit.

The Suggestion Awards Committee will be pleased to furnish more complete data on any of the following suggestions upon request.

CIPHER DEVICE

Two communications persons received an award of \$170 for designing and fabricating a tape-punching device for use on five letter code group cipher devices (figure 1). The punch guide enables the operator to gain speed and complete accuracy when inserting the group count manually. The idea is being

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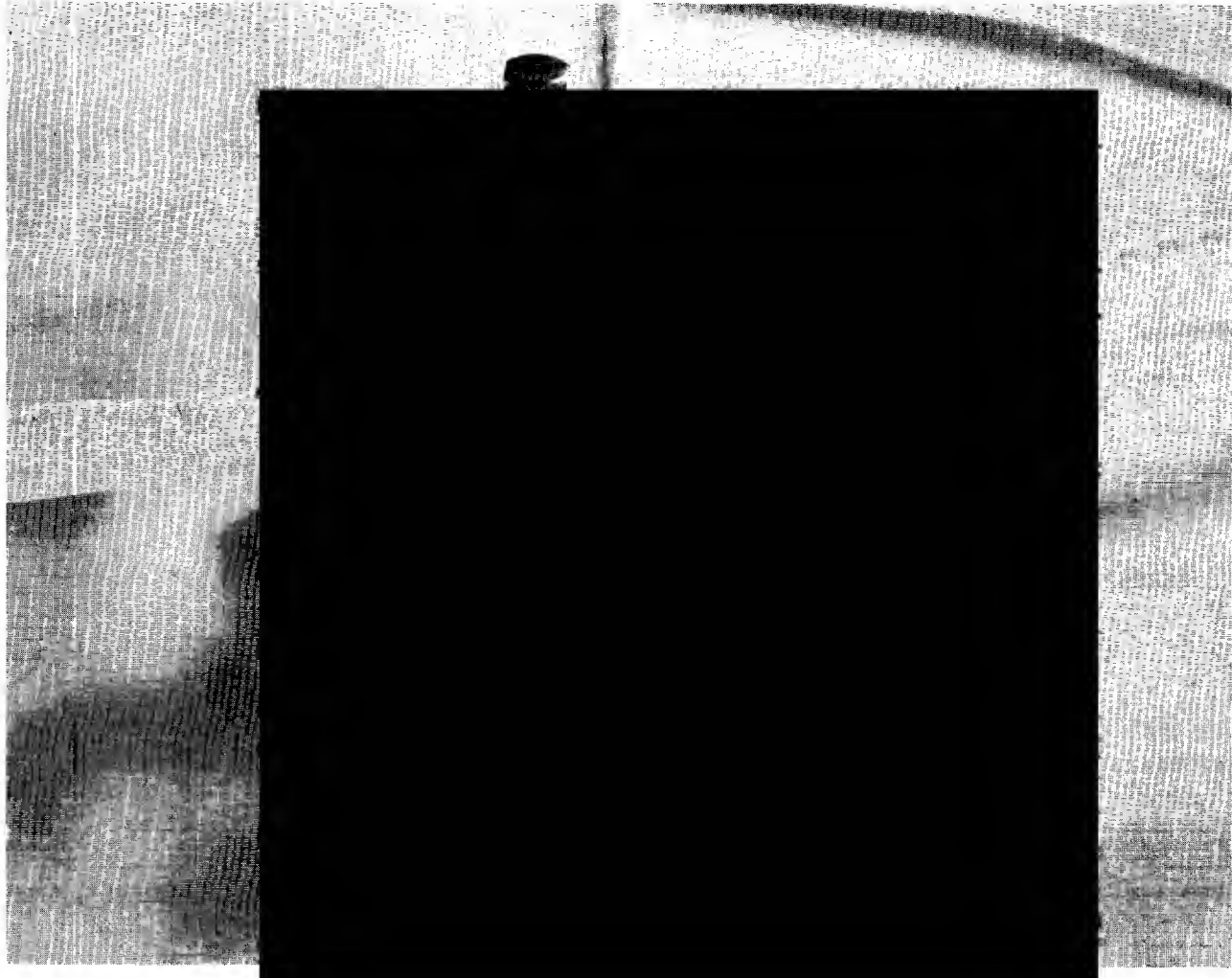


Figure 1

referred to other Government agencies for possible use and a reevaluation will be made after six months to establish field benefits and a possible additional award. (Sugg. No. 63-74)

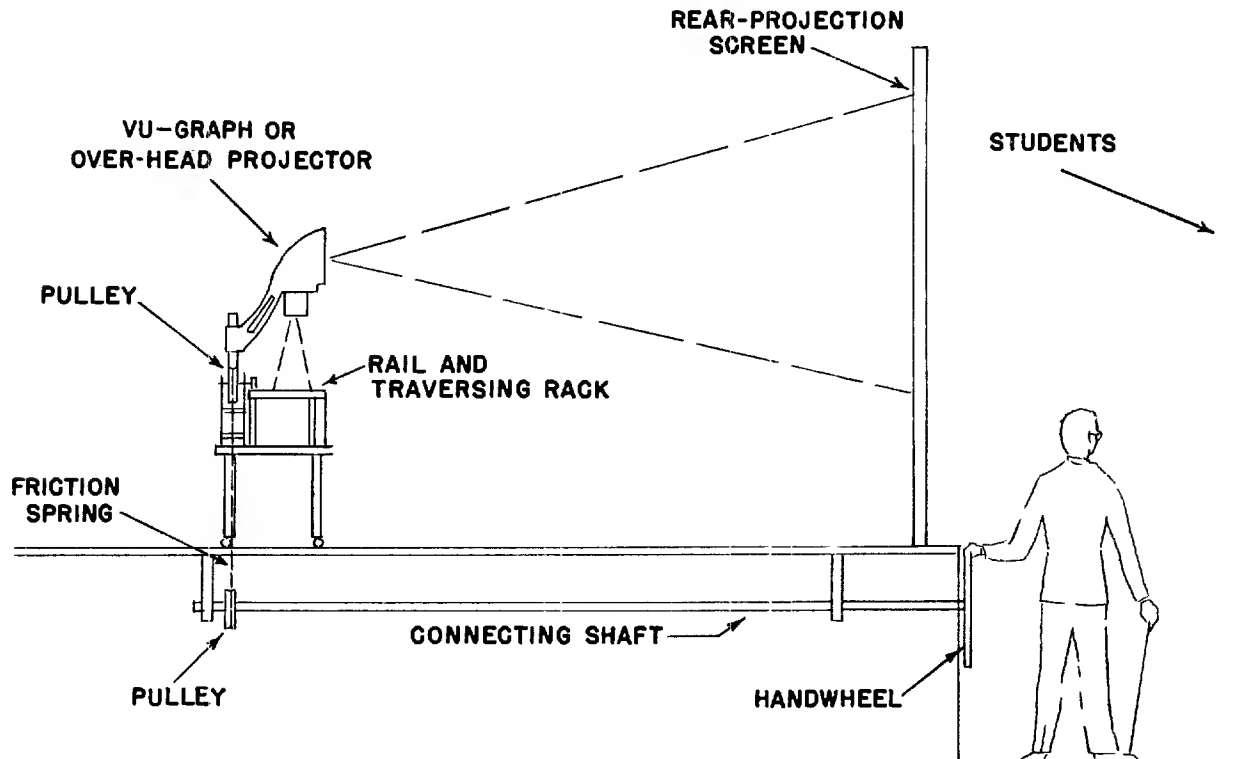
EQUIPMENT MODIFICATIONS

A very good safety idea, submitted by a Communications Specialist, was to install a flashing red light on the GPT-750 radio transmitter to remind technicians of the danger of high voltage. Although the transmitter is standard military and commercial equipment and meets formal safety standards, evaluators agreed that the safety device should reduce

the possibility of injury or death. An award of \$50 was granted the suggester. Other Government agencies are being advised of this safety idea. (Sugg. No. 62-253)

Several expensive Vugraph Bessler Overhead Projectors have been modified at very little cost with the result that a special operator is no longer needed because the instructor in a classroom switches the slides. This invention (figure 2) is very popular at one of our training sites, where it was considered feasible to modify the existing equipment and not purchase the new expensive models presently on the market. The invention consists of a slide adapter which is an aluminum rail

SCHEMATIC DRAWING OF EXISTING SETUP



DESIGNED FOR LARGE CLASSROOMS (THEATER) AND REAR-PROJECTION SCREENS

Figure 2

attached to the projector with a traversing rack, which rolls on ball bearings. The traversing rack contains space for five aligned Vugraph slides. Each slide is placed into viewing position by a remote control push button device. This suggester received a \$100 award. (Sugg. No. 62-142)

Two suggesters shared a \$100 award for inventing a semiautomatic easel for use with the Model "E" Eastman Portable Recordak Camera; it can also be used as an accessory with any microfilm camera having an adjustable lens. The invention consists of a box of wood or other material having a hinged Plexiglass copy pressure cover bearing an adjustable reach exposure switch tripping bolt.

The bolt impinges on an exposure switch when the cover is closed. The box has a flush-fitted resilient foam copy bed to accommodate a variety of copy under smooth pressure. Its advantage is to prevent exposure of the camera, ensure correct camera adjustment, and obtain the sharpest negative possible. The consensus was that the suggestion was operationally valid and increased the photographic quality of critical documents and letters. The easel will be a stock item and is completely adequate for field components. It has been determined that the Government is entitled to a royalty free license to this invention, but the inventors retain their commercial rights. (Sugg. No. 62-100)

A \$50 award was paid to a crater in one of our warehouses for devising an electrically operated continuous belt (line) type conveyor from the table packers' location to the sawer. This conveyor transmits cargo control tickets used when a carton of packaged material requires a wooden box overpack. The conveyor reduces man-hours, eliminates some safety hazards, and allows for additional on-the-job man-hours for table packers. (Sugg. No. 62-38)

NEW EQUIPMENT

A \$100 award was earned by a field employee who proposed that a gas-fired, fully automatic, Scotch Steam Boiler plant be installed at the station. The suggester, although not a technically trained individual, conducted considerable research to find the correct type of equipment to meet the station's needs. The installation saved almost \$4,000 annually for steam used. (Sugg. No. 61-157)

SAFETY

A suggester received \$25 for recommending that the following safety measures be established in locations having teletype machines. The guards were briefed and a notice was sent to all teletype rooms recommending:

- (1) that officers checking teletype traffic over the weekend or at night be instructed on the technique of clearing a jammed machine and replacing an exhausted paper roll.
- (2) that building guards be instructed to periodically check the machines and advised to turn off the equipment if it is found to be jammed, off the track, or out of paper.
- (3) that a fire extinguisher, suitable for use with electrical equipment, be placed in each teletype room.

Ideas like this are decidedly meritorious and should be sent to the Suggestion Awards Committee. (Sugg. No. 61-456)

RECORDS

One field employee earned \$75 for recommending the elimination of stock cards and stock levels for standard forms at his station. He devised a plan to obtain such forms directly from headquarters by daily courier service. Adoption achieved the saving of approximately 150 cubic feet of storage space, the elimination of detailed handling of stock levels on approximately 100 stock record cards, and best of all the receipt of forms within five working days instead of some twenty working days. (Sugg. No. 63-73)

An ingenious librarian, after extensive research and cross checking, designed an International Anniversary Desk Calendar. The calendar pinpoints the major anniversaries in countries throughout the world; provides the basis for personnel and coverage planning; guarantees accuracy and consistency in the translation of terms, and ensures the standardization of translation. One division uses this calendar at headquarters and in the field. The suggester received a minimum award of \$35. (Sugg. No. 62-351)

SAVINGS

One alert suggester received \$135 for proposing a way to salvage scrap metal at one of our outlying installations. He proposed that scrap metal not be discarded on a dump with all the other refuse, but that it be placed in a separate area where it could be salvaged and sold to scrap metal dealers. As a result of this proposal, a large amount of scrap metal was sold. Calculations for the award were based upon the amount of scrap sold, less the cost of labor involved in handling it. (Sugg. No. 62-240)

One suggester made a comprehensive study of unloading operations, cargo packing procedures applied by headquarters and a Naval Supply Center in the United States, landing charges and porters' fees at a certain post, customs procedures and charges, and the procedures preferred by commercial shipping representatives at the port. As a result of this study the suggester found that the U.S. Gov-

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ernment could have saved approximately \$15,000 between July 1960 and August 1961, by consolidating shipments and improving the packing and crating. His recommendation described in detail the size and weight of the containers. It was adopted by all concerned and he received a \$100 interim award based upon local application with moderate intangible benefits. Later, consideration will be given to calculating additional savings. The Navy will also calculate its savings, and it is hoped will pay our man an award for his contribution to that department. (Sugg. No. 62-207)

CHECKLIST

Another suggester received \$50 for proposing a standardized checkout list to be used as a guide by country desk officers when transferring their desk duties to a successor. When completed, the list would signify that the country desk responsibilities have been comprehensively received by the successor. This list should be signed by both the outgoing and the incoming officer and submitted to the branch chief for review. This is potentially useful at any desk where complicated projects are transferred to successors. (Sugg. No. 61-487)

INVENTIONS

A unique invention which improves the Intertype Printing Machine has many award facets to it. The invention is an inserting device, controlled by a code in the tape to release the pi matrix automatically into the line casting assembly of the Intertype Machine. The device is advantageous because there are over 300 characters automatically fed in, which previously could not be placed in the magazine channel except by hand. It saves 10 lines of production each time it is used and a calculated 159 man-hours in any one year. The awards for this invention demonstrate the interest the U.S. Government has in its employees' inventions. The Organization Patents Board has declared that the employee shall retain commercial rights to his invention, that is to say that if he obtains

the patent, he will be paid royalties by commercial concerns using the device. The Government receives a royalty free license to the invention. The Department of Justice is preparing patent application papers in the suggester's name, at the request (and expense) of the Organization. When the patent is actually applied for, he will receive a disclosure award of \$50. When it is obtained, he will receive an invention award of \$75. In the meantime a suggestion award of \$130 was paid to the inventor for the benefits accruing to this Organization, the idea will be circulated among other Government agencies, and if they adopt it, it will be worth some additional awards to him to be paid by the using agency. (Sugg. No. 62-251)

A \$700 interim award has been paid to four scientific research personnel who invented a method of making magnetic core aperture plates by completely encasing the cores in plastic with the aperture open to accept electrical windings (figure 3). The component

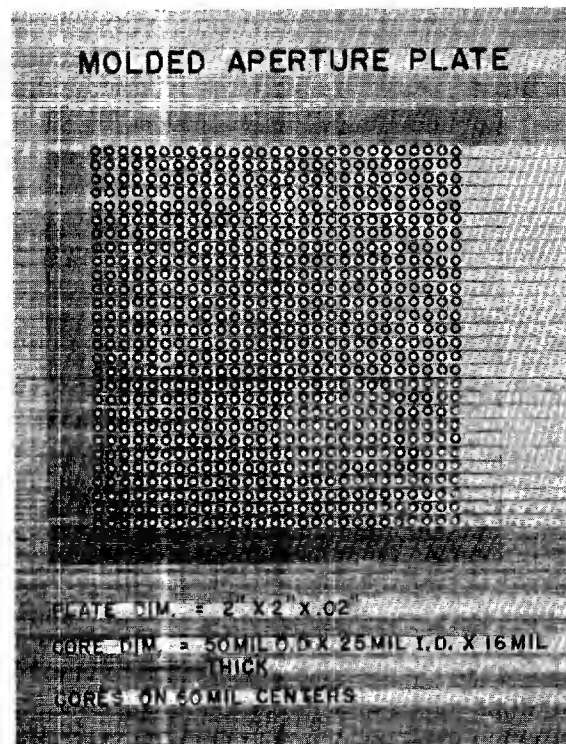


Figure 3

manufactured by these inventors has application in any equipment requiring a small magnetic storage device. The suggestion is also being referred to other Government agencies and industry has shown considerable interest in this achievement. There are many advantages to this new method and large scale savings are anticipated within the next year. An additional award will be considered when data on tangible savings is available. (Sugg. No. 62-365)

A joint invention by a Business Machines Specialist in this Organization and an engineer from another organization merited an interim award of \$1550. The achievement consists of an exposure control device for use on microfilm cameras. The device optically scans the document before exposure and measures separately the average luminance of the lines or text and the luminance of the background. These measurements enable the operator to vary the illumination until the desired values are indicated and thus produce microfilm images of a far greater uniformity than is possible with any other apparatus currently available. It is estimated that private industry would have charged about \$250,000 for the research and materials involved for such a task whereas the total cost incurred by using Government facilities and the talents of these Government inventors was approximately \$15,000. (Sugg. No. 63-59).

FOREIGN LANGUAGE AID

After several years' research, a field employee has completed a very worthwhile achievement by publishing a "Comprehensive Listing of Japanese Names with Telecode Numbers." The publication contains some 45,000 Japanese names with standard English transliterations, plus commonly accepted legitimate, alternate or variant readings; also, Chinese characters, plus commonly used, simplified renderings where appropriate, and the appropriate telecode number. The suggester's handbook eliminates the task of constantly referring to the Chinese Telecode Book, saving many thousands of man-hours

over a period of months. Other advantages are the elimination of errors during the carding and filing processes and increased accuracy in identifying individuals. The Committee voted an interim award of \$150 and a final award of \$150 to the suggester. Other organizations have been furnished the handbook, of whom one thus far has transferred \$100 to the suggester, making his total award to date \$400. (Sugg. No. F 60-326)

THINK BIG — TRAVEL FAR — SEND
YOUR IDEAS AND INVENTIONS TO
THE SUGGESTION AWARDS COMMITTEE!

BE SURE TO INFORM YOUR
SUGGESTION AWARDS COMMITTEE
IF YOU USE ANY OF THE
IDEAS DESCRIBED ABOVE.

NATIONAL ACADEMY OF FOREIGN AFFAIRS

(Reprinted in part from the
Department of State News Letter)

Proposed legislation to establish an institution to be known as the National Academy of Foreign Affairs is now pending before Congress.

The measure was strongly recommended by President Kennedy who advanced it as a means of meeting a demand for "men and women capable of informed and forceful action everywhere within the economic, political and social spectrum of our concern."

The proposed Academy, to be situated in or near the District of Columbia, would provide advanced education for over 1200 members of the Department and Foreign Service and Government employees of other agencies concerned with foreign affairs.

The proposed Academy would be under direction of a Chancellor appointed by the

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President. Its operations would be subject to basic policy and guidance by a board of regents.

The Secretary of State would be chairman of the board. Its membership would include four other high Federal officials, and five private citizens designated by the President and confirmed by the Senate.

In a memorandum to the President, Secretary Rusk had said: "The importance of a new approach to foreign affairs training, education and research was highlighted in the Report of the Committee on Foreign Affairs Personnel, chaired by former Secretary of State Christian Herter.

"It was also the subject of a recent report to you submitted by a special Presidential Advisory Panel of academic leaders, chaired by Dr. James A. Perkins. The legislation now being proposed is based primarily upon the findings and recommendations of the latter report, although it has taken account of ideas and suggestions from many other sources, including various legislative proposals put forward by members of the Congress in past years."

Here in condensed form are described the more significant features of the legislation as outlined by Secretary Rusk to the President:

"Enactment of the legislation will manifest a clear and firm commitment by the Congress and the Executive Branch to make training, education and research in foreign affairs a more effective and integrated instrument of American foreign policy.

"The program of the proposed Academy will encompass the entire range of foreign affairs and thereby serve the totality of American interests. Thus, while the methods of resisting communist expansion—direct and indirect—must be given great emphasis, this subject obviously cannot be treated in isolation. It must be closely linked with various interrelated purposes and activities of U.S. foreign policy, such as the economic and social advancement of the less-developed coun-

tries, the preservation of our regional alliances, and the promotion of American commercial ties with other nations. . . .

"In the broadest sense, the program of the new Academy may be expected to better meet our needs in three major areas:

"(a) The analysis, compilation and distribution of the products of the best thinking developed in governmental and private research institutions.

"(b) The study and evaluation of past and present U.S. operating experience in various fields of foreign affairs (especially in new or expanded program areas).

"(c) The training and education of professional staffs responsible for formulating, supervising and conducting foreign affairs activities.

"As the Academy's program is designed to cover all significant aspects of foreign affairs, so it must meet the needs of all U.S. departments and agencies actively involved in foreign relations. . . . When the Academy is in operation, it will be the principal source of professional training and education for personnel of the State Department, the USIA and AID, as well as a supplemental source of training for more than 20 other Federal agencies.

"The proposed legislation establishes the Academy as a separate institution, with independent and ample facilities for furnishing advanced training and education to foreign affairs personnel throughout the Government, for initiating and conducting useful research and for performing other tasks assigned to it.

". . . the training and research undertaken by the Academy will not be conducted in an 'ivory tower' atmosphere but will be genuinely geared to the concrete needs of the agencies actually engaged in international operations. . . .

"The proposed legislation gives the Chancellor administrative authorities and responsibilities similar to those normally possessed by heads of major private educational institu-

tions. If the Academy is to be successful, it must attract personnel of the highest quality, must be able to achieve and maintain rigorous academic standards, must have optimum flexibility to adjust its activities to ever-changing requirements, and must have access to equipment, property, services and other resources comparable to those available in leading universities.

"While the research, education and training conducted by the Academy will primarily be for officers of the Federal Government, the proposed legislation will permit private American citizens, and even foreign nationals, to receive training at the Academy where such training is deemed to be in the national interest. . . .

"The proposed Academy will not in any sense compete with the activities of established colleges and universities, but rather will serve as a channel through which the knowledge, opinions, experiments and ideas of the whole academic world may be used more effectively in the Government's foreign affairs programs. Thus, the Academy will not attempt to duplicate the basic courses provided by colleges and universities. Instead it will develop new programs of training and research designed to synthesize these diverse educational resources, plus the knowledge and experience within the Government itself, and focus them upon the concrete problems of foreign affairs. Similarly, the Academy will continue to look to private colleges, universities and foundations for assistance and cooperation in many phases of advanced research and training and will have authority to contract for such services where necessary.

". . . it is expected that the Academy will place emphasis upon training, education, and research in such matters as:

"(a) The methods of formulating the goals of U.S. foreign policy in the light of American institutions and values and the means by which policies to achieve these goals are developed and executed, including coordination of the work of the different U.S. agencies, both at home and abroad.

"(b) Communist history, theory, strategy, tactics and resources—military and non-military—and the methods of detecting and counteracting Communist efforts to dominate, penetrate and subvert free societies and institutions.

"(c) Political, social, economic and cultural evolutions and conditions in critical areas of the world.

"(d) The problems of social and economic advancement in the less-developed areas, and the means of coping with such problems.

"(e) The structure, activities, relationships and implications of international organizations.

"Early enactment of this legislation will be a major step forward in bringing more fully to bear the resources of the Government and the Nation on the challenges and problems of foreign affairs confronting us in these turbulent times."

DEFENSIVE DRIVING

(Borrowed from the General Services Administration booklet *The Driver—Defensive Driving*. Copies available from the Office of Logistics.)

If you are 65 years young, or older, you were born before there were 16 registered automobiles in the entire United States. In 1961 Americans spent more than 93 billion dollars to buy, operate, and service our private and commercial motor vehicles. Nine cents out of each American dollar spent goes for automotive items. During fiscal year 1962, Government-owned motor vehicles traveled more than 2.24 billion miles.

All of this leads to the depressing statistical fact that more than one-half of all hospital cases in the United States are the result of motor vehicle accidents. About 4.7 million people are injured in automotive accidents

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each year. Almost 90 percent of the deaths and about 85 percent of the injuries occur in clear weather, and 73 percent of the deaths and 60 percent of the injuries occur on dry roads. More than three times as many people are killed on dry roads as meet death on wet, snowy, and icy roads combined. It's neither the roads, the vehicle, nor the weather. It's the nut that holds the wheel nearly 80 percent of the time.

1961 Weather	Persons Killed	Percent	Persons Injured	Percent
Clear	33,010	87.8	2,534,300	82.9
Foggy	410	1.1	18,300	0.6
Rain	3,650	9.7	382,100	12.5
Snow	530	1.4	122,300	4.0
TOTALS	37,600	100.0	3,057,000	100.0

1961 Road Conditions	Persons Killed	Percent	Persons Injured	Percent
Dry	27,440	73.0	1,834,200	60.0
Wet	7,820	20.8	709,200	23.2
Snowy	940	2.5	232,300	7.6
Icy	1,400	3.7	281,300	9.2
TOTALS	37,600	100.0	3,057,000	100.0

Speed is still the biggest killer of all the driver violations, accounting for 33 1/3 percent of the deaths and more than 37 percent of the injuries. Driving off the roadway, driving on the wrong side of the road, failing to yield the right of way, and reckless driving account for another 64 percent of the driver violations resulting in deaths. All of these are subject to the control of the driver provided he has the will power and exercises the initiative to stay out of the competition to beat the light,

DRIVER VIOLATIONS

Types of Violations	Persons Killed	Percent	Persons Injured	Percent
Exceeding Speed Limits	10,260	33.3	946,800	37.4
Wrong Side of Road	5,220	16.9	179,700	7.1
Did NOT have Right-of-Way	4,250	13.8	559,400	22.1
Cutting In	60	0.2	65,800	2.8
Passing on Wrong Side	240	0.8	15,200	0.8
Passing on Curve or Hill	120	0.4	2,500	0.1
Failure to Signal and Improper Signal	180	0.8	50,600	2.0
Car Rolled Away — No Driver	30	0.1	2,500	0.1
Drove Off Roadway	6,070	19.7	222,700	8.8
Reckless Driving	4,130	13.4	445,500	17.8
Miscellaneous	240	0.8	40,500	1.8
TOTALS	30,800	100.0	2,531,000	100.0

to jump the lane, to get there first. If you must assert yourself when you're behind the wheel do it for the sake of safety and in honor of common sense. Drive as you know you should.



"Ed, you were the life of the party."

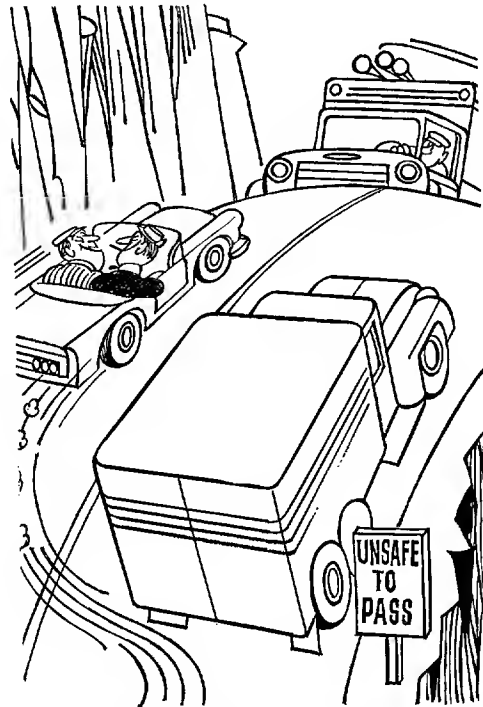
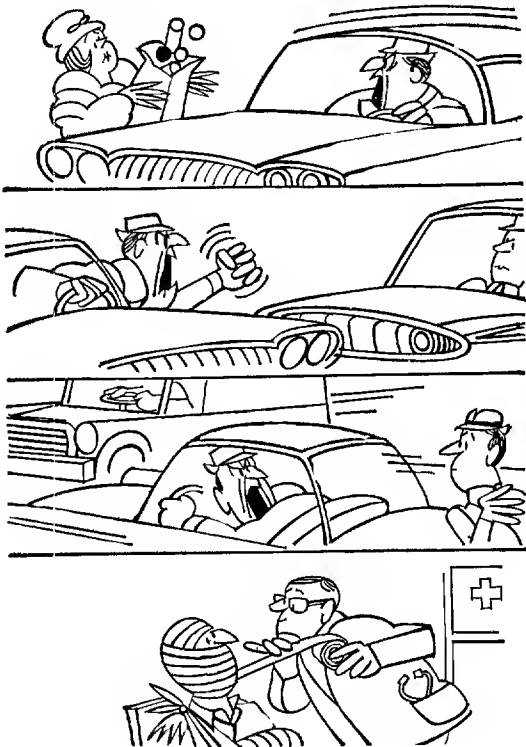


FATAL ACCIDENTS

1981		1980		
Persons Killed	Percent	Collision with	Percent	Persons Killed
14,700	39.1	Automobile	39.5	15,000
9,740	25.9	Non-Collision	25.0	9,500
7,100	18.9	Pedestrian	20.0	7,600
4,300	11.4	Fixed Object	10.7	4,050
1,230	3.3	Railroad Train	3.4	1,300
450	1.2	Bicycle	1.1	430
40	0.1	Other Vehicles	0.2	80
40	0.1	Miscellaneous	0.1	40
37,800	100.0	TOTAL	100.0	38,000

Police and insurance records show that from 1 to 6 a.m. are the most dangerous hours for fatal motor vehicle accidents, and from 4 to 5 p.m. is the most dangerous for nonfatal accidents. During 1961, between the hours of 4 p.m. and 8 p.m., when most people are headed home from work, 9,290 persons never got to the front door. Don't take your worries from home or from the office behind the wheel. Keep tension out of the driver's

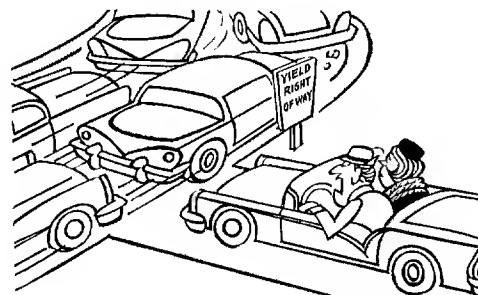
seat. Relax and give your reflexes, your natural skills a chance to drive the car.



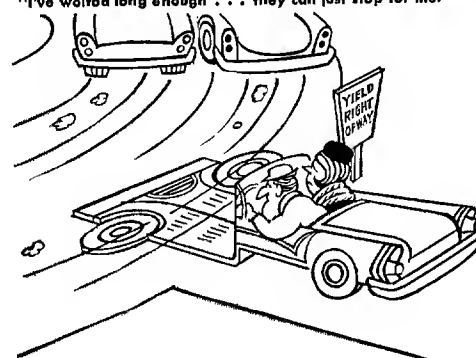
"I have great extra-sensory perception for this sort of thing."

If you're going out on the freeway, thruway, parkway, turnpike, autobahn, autostrada, or superhighway, be alert, be sharp, give your undivided attention to driving the car. At 60 to 70 miles an hour things happen fast, too fast for the inattentive driver to correct in time. Don't "dope" along. Watch your distance to the car in front, and the tail-gater behind. Give turn signals twice as much time before you pull out to pass, and when you're out there in the passing lane stay long enough to get two or three car lengths in front of the car you've passed before cutting back in, but *do* get back. Don't ride the left lane. Leave that open for the real speed demon who will otherwise pass you on the right at exactly the moment you decide to ease over.

Adequate vision is a must for all drivers. The eye specialists have agreed that persons with corrected vision of 20/40 or better are



"I've waited long enough . . . they can just stop for me!"



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adequately equipped for today's driving. People with vision less than 20/40 should see an eye specialist before driving.

The doctors also tell us that drivers should refrain from frequent smoking *before* and *during* periods of night driving, and when driving at high altitudes. Carbon monoxide from smoking decreases the visual sensitivity of the eyes, especially in areas of low illumination. If you smoke at all when driving at night, be sure your car is well ventilated.

Be patient, be careful, use your common sense.

A LOOK AT LEGISLATION

(From *The Civil Service Commission Journal*, April-June 1963)

MOST OF THE BILLS affecting officers and employees of the Federal Government that have been introduced in the 88th Congress since it convened on January 9 are identical or similar to those introduced in prior Congresses. A brief summary of some of the proposed legislation pending follows.

Hearings are just beginning on a few of the bills of either a technical or perfecting nature. All the bills mentioned are pending before the House or Senate Committee on Post Office and Civil Service or one of the subcommittees, unless otherwise indicated.

EMPLOYEE-EMPLOYER RELATIONS

Bills to provide for recognition of Federal employee unions and to provide procedures for the adjustment of grievances have been introduced in the House. The bills would base in statute a program similar to the one provided by Executive order.

HEALTH BENEFITS

Bills to amend the Federal Employees' Health Benefits Act of 1959 include those to eliminate discrimination against married fe-

male employees and those to extend the benefits to groups not now covered, such as certain retired employees entitled to deferred annuity, survivors of annuitants who died prior to April 1, 1948, and certain students up to age 21.

LEAVE

Bills to amend the Annual and Sick Leave Act of 1951 have been reintroduced. Most of these bills are similar to those of prior years and cover such subjects as a 26-day annual leave accrual rate for all employees, an increase in the ceiling on leave accumulations, and a raise in the sick leave accrual rate to 15 days a year. Other bills propose to credit unused sick leave toward retirement or make payment for sick leave upon retirement.

PAY

Several bills to amend the Federal Salary Reform Act have been introduced. One would change the effective date of promotions of certain employees from the actual date of promotion prior to the Federal Salary Reform Act of 1962 to the effective date of such pay act. Another would restore the granting of step increases on the basis of performance ratings of satisfactory in lieu of the standard of acceptable level of competence. A third would fix pay for Classification Act employees on the basis of prevailing rates and a fourth would adjust the salaries of postal employees in accordance with prevailing rates. The bill on back pay has been reintroduced in both House and Senate. This proposed legislation provides for payment of compensation and restoration of employment benefits to certain Federal employees improperly deprived thereof.

Several bills have been introduced to authorize the withholding from the pay of civilian employees of the United States the dues for membership in certain employee organizations, upon consent of the employee.

A bill to permit the Federal Government to withhold from wages of Government employees taxes upon their income by municipi-

palities which impose the duty of collecting taxes upon the employer has been reported out of the Committee on Ways and Means and is pending on the Calendar in the House.

LIFE INSURANCE

Bills have been reintroduced to amend the Federal Employees' Group Life Insurance Act to modify the decrease in the amount of insurance at age 65 or after retirement and to provide for an additional unit of insurance.

POLITICAL ACTIVITY

Two pending bills would amend the Hatch Act. One would permit all officers and employees of the Government to exercise the full responsibility of citizenship and take an active part in the political life of the United States. This bill is before the House Committee on House Administration. The other bill would permit certain political activity by Federal employees residing in Maryland or Virginia and employed in the District of Columbia or surrounding counties of such States. This bill is pending before the Senate Committee on Rules and Administration.

RETIREMENT

The bills to provide for retirement on full annuity after 30 years of service regardless of age have been reintroduced. Some of these bills have a 55-year age requirement. Among other bills introduced to amend the Civil Service Retirement Act is one to provide for recomputation of annuities where persons designated to receive annuities predecease the annuitants; another eliminates the provisions requiring termination of annuities of surviving widows or widowers upon remarriage.

CUSTOMS O.K.'s 40 PERCENT DISCOUNT

The full price of most tourist purchases at retail may be reduced by 40 percent for customs purposes, U. S. Commissioner of Customs Philip Nichols, Jr., has ruled. However, the

full price of articles especially made to order will be used for customs valuation.

Autos purchased abroad for personal use will be valued in accordance with special instructions depending on the make, year, condition, use, and other factors. The result generally will be a substantial reduction.

Also excluded from the 40 percent discount are any items purchased at less than the full retail price.

Persons arriving in the United States must declare the full price paid for articles acquired abroad. Several penalties are imposed for false statements, Commissioner Nichols said. Only Customs officers may deduct the discount.

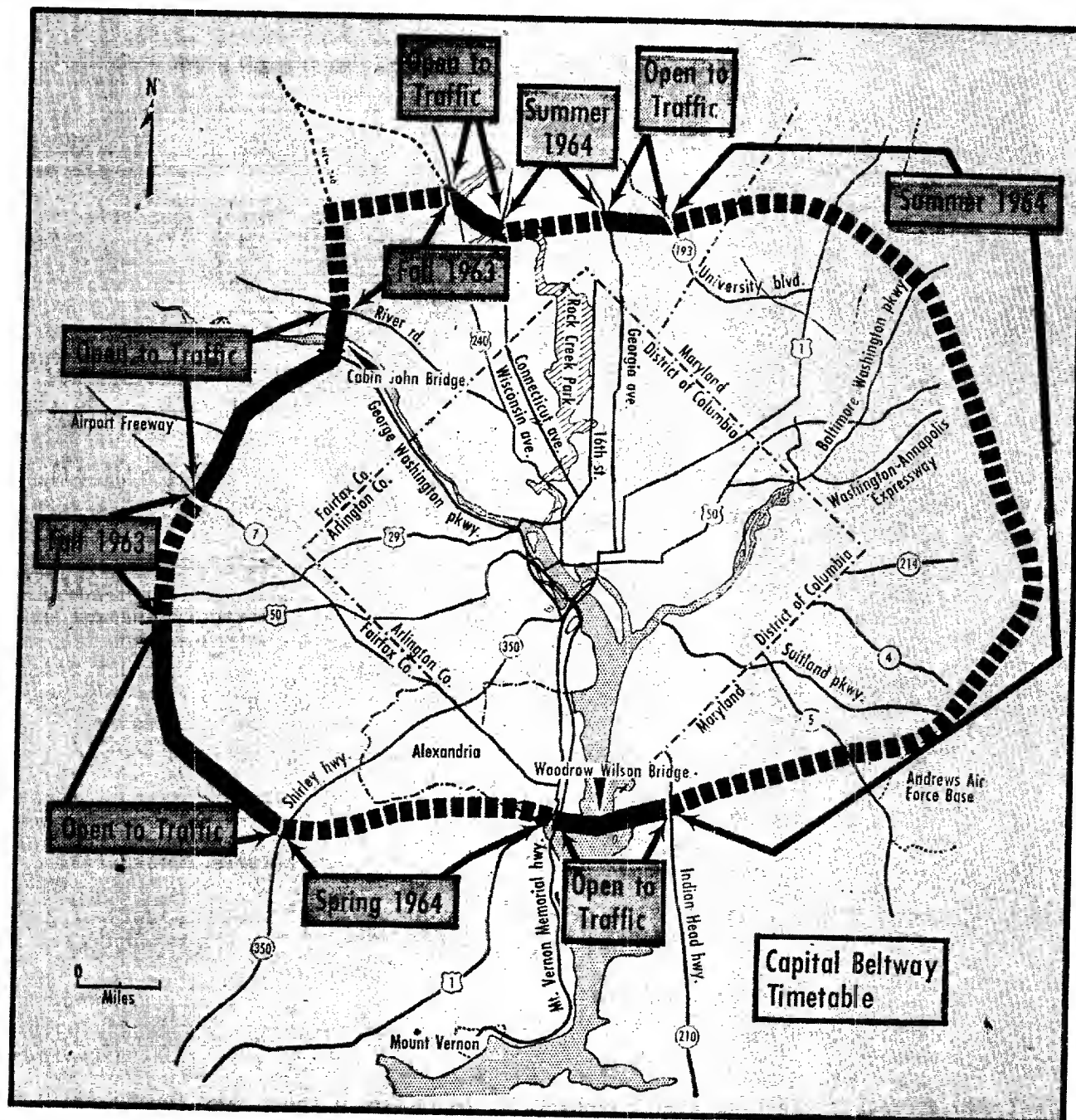
CAPITAL BELTWAY TIMETABLE

The Virginia Highway Commission announced during March that it has awarded a contract for the construction of a 3.2-mile section of dual-lane road between points east of Shirley Highway and west of Telegraph Road, the final link in Virginia's portion of the suburban beltway. This link is being delayed because of the need for special soil treatment of the roadbed, but if all goes well, this portion will carry traffic early in 1964. The only other portion of Virginia's 22-mile segment of the beltway still to be completed connects Routes 7 and 50. This is under construction and is expected to be opened to traffic in the autumn of this year.

The oldest completed portion of the beltway is the 1.5-mile, four-lane connection between Wisconsin and Connecticut Avenues in Maryland, which was opened to traffic in July 1957. In order to qualify for the Federal 90-10 matching funds for interstate highways, which both states hope to use to full advantage, this section will have to be widened by two lanes. Similarly, the four-lane portion from Georgia Avenue to University Boulevard will be widened to six lanes by the same time in July 1964. Traffic will continue as usual during both widening projects.

The only other part of Maryland's 42-mile section of the beltway which has been completed runs from River Road to the Cabin John Bridge, which was opened to traffic about the first of January 1963. The longest uncompleted section is the 25-mile stretch between

University Boulevard and Indian Head Highway. This portion, together with the connection between Georgia and Connecticut Avenues, is scheduled for completion during the summer of 1964, and is reported to be moving smoothly towards its target date.



SAVINGS BOND PROGRAM

PROGRESS REPORT →

ADVANTAGES →

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SAVINGS BOND PROGRAM

Progress Report for Fiscal Year 1963:

Number of Bonds Bought Up 22 percent
 Maturity Value of Bonds Bought Up 22 percent
 Payroll Savers at Year-End in HQ Up 23 percent
 Payroll Savers at Year-End in Field Up 96 percent

Accumulated Value of Payroll Savings:

SAVE EACH MONTH	AND YOU WILL HAVE		
	In 3 years	In 5 years	In 7 years & 9 months
\$ 6.25	\$ 233	\$ 403	. \$ 661
7.50	280	484	794
12.50	466	807	1,323
18.75	701	1,214	1,991
25.00	934	1,617	2,652
37.50	1,402	2,428	3,981
75.00	2,805	4,856	7,963

Advantages You Get With Savings Bonds:

Loss-proof — if lost, stolen, or destroyed, your bonds are replaced by the Treasury.

Just like cash — only safer! Can be redeemed quickly and easily at your bank.

Dependable — you know what your money will earn and the value of your investment.

Tax advantage — exempt from state and local income taxes, no Federal income tax until bond is cashed.

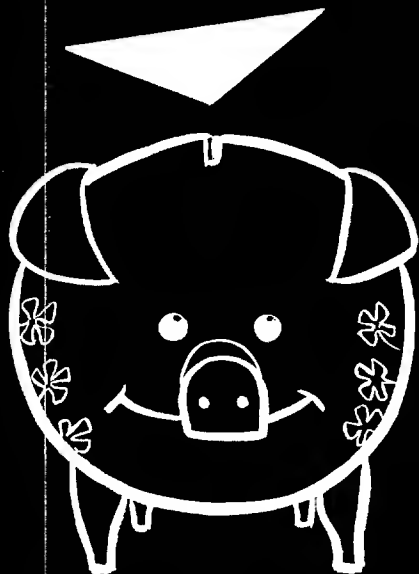
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The easy, convenient way to save:

All you have to do to begin saving or to increase your present savings the *guaranteed Savings Bond* way is to complete a bond allotment form as explained in [REDACTED]. Then your nest-egg grows *automatically* each pay day.



**SAVE
MUCH
LAST
YEAR?**



**TRY
PAYROLL SAVINGS**
it's automatic!

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